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25 June 1971

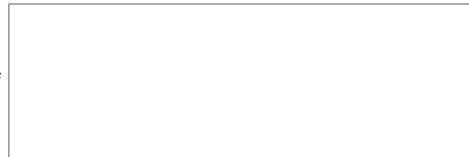
MEMORANDUM FOR: Members of the ORD Career Service Panel

SUBJECT: Questionnaire on Career Development

1. Attached is a questionnaire prepared by the Special Panel on Career Development of the ORD Career Service Panel. We request that each Career Service Panel member prepare his response to the questionnaire and return it to the Chairman of the Special Panel by COB 1 July 1971.

2. Additional copies of this questionnaire are available if you wish to submit an additional separate response that reflects the consensus of your staff. (The Panel encourages you to solicit your staff's views.) Responses resulting from these discussions with your staff will be due COB 8 July 1971.

3. Responses to this questionnaire will assist the Special Panel in preparing, for your consideration, a career development plan that can best serve the diverse interests and needs of ORD.


Chairman, Special Panel

Attachment:
As stated.

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1. Do you regard the ORD Career Service Panel to be responsible for developing careers for ORD staff members in

	<u>Yes</u>	<u>No</u>	<u>Primary Responsibility (check one)</u>
a. ORD	<u>✓</u>	<u> </u>	<u> </u>
b. DD/S&T	<u>✓</u>	<u> </u>	<u> </u>
c. Agency	<u>✓</u>	<u> </u>	<u>✓</u>
d. Profession	<u> </u>	<u>✓</u>	<u> </u>

2. Should ORD staff members be encouraged to

	<u>Yes</u>	<u>No</u>
a. prepare and disseminate technical staff studies within the intelligence community?	<u>✓</u>	<u> </u>
b. prepare and publish technical papers outside the intelligence community?	<u> </u>	<u>✓</u>
c. apply for patents?	<u> </u>	<u>✓</u>
d. prepare and present technical briefings within the intelligence community?	<u>✓</u>	<u> </u>
e. make technical presentations outside the intelligence community?	<u> </u>	<u> </u>

3. Do you favor requiring a technical briefing by a candidate being considered for promotion prior to action by the Career Service Panel on the promotion?

Yes
No ✓

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4. Should external technical training on a periodic basis be mandatory for ORD staff members?

Yes ✓

No

How frequently and what type of training should be given?

At least every five years the staff member should be "retreaded" i.e., additional technical training and refresher courses in speciality

5. Do you favor full-time, Government-sponsored university training leading to an advanced degree for selected ORD staff members?

Yes ✓

No

6. If a program for training as described in Question 5 were adopted, what candidate selection criteria would you recommend and how long would the training period be?

Selection should be based on long-range effects on the Agency. The candidate should have shown high motivation towards an agency career, ability to successfully pursue the training. The training and its value to the Agency should be emphasized - not the degree. The course should not exceed 1 year of full time training.

2

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7. Should a two-track (technical or managerial) career development system be used in ORD?

Yes

☒

No

☐

8. Should career development plans be formulated for

☒

a. all ORD staff employees?

☐

b. for a selected group of

☐

1. poor performers?

☐

2. outstanding performers?

☐

c. none, or very few?

9. How extensive and thorough should a career development plan be?

☐

a. rigorous and detailed.

☒

b. provide general guidelines.

☐

c. informal discussions.

10. Should the career development plan (check one) consist of

☐

a. general guidelines applicable to all staff members?

☒

b. be tailored to the program of a specific employee?

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11. Should the career development plan be prepared by

- ☐ a. the employee's division chief without review by the Career Service Panel?
- ☒ b. the employee's division chief with review by the Career Service Panel?
- ☐ c. the Career Service Panel?

12. Do you favor rotation of staff members?

- | | <u>Yes</u> | <u>No</u> |
|----------------------|-------------------------------------|--------------------------|
| a. Within ORD | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Within DD/S&T | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Within the Agency | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

13. What conditions, constraints, or criteria would you put on a rotation program?

1. Mutually agreeable - ie - with receiving component and employee
 2. General rule of 1 for 1 exchange
 3. Supervision of policy by the CSP and final approval of the action by D/ORD. ==
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14. In the event of conflict, which assignments do you think should take precedence: those associated with the career development plan or those with project activities?

*Career development should take precedence,
and the agency.
ORD has lost some people due to the
reluctance of supervisors to approve a
transfer within a given time frame.
No one is irreplaceable. What would the
division do if the employee resigned?*

15. What other factors do you consider to be important for incorporation in a career development program?

*Establish a goal, an optimum
configuration of technical and
scientific expertise, toward which
the panel would target the program.*